

REGIONAL
FINANCE
ACADEMY

SOUTH
EAST

Delivered in partnership through



Regional Finance Academy South East

Skills Development Network Programme

2023/2024

Updated July 2023



In partnership with the Healthcare Financial Management Association (HFMA)

hfma

South East Finance Academy

The pathway to your success

Hello and may we welcome you to the NHS Finance Academy South East!

Welcome to our already established colleagues and thank you for continuing to support our work in the South East region! Welcome also to those new to us! Whether this is your first role in finance, you are new to the NHS or you have just been introduced to us, it is with great pleasure that we welcome you to our thriving network supporting our NHS colleagues in Finance, Procurement and Digital/Informatics across the South East.

The South East Academy has evolved from our previous work as the Skills Development Network working in partnership with the HFMA and National One NHS Finance colleagues to embed and deliver the work that they're doing on a local level. We officially launched the Academy in March 2022 with our team hosted by Kent and Medway NHS and Social Care Partnership Trust. Our work encompasses not only the existing Skills Development Network, but additional workstreams set up to support staff development and the work across One NHS Finance.

We serve a broad community of NHS staff in ICS's, ICB's, Trusts and Community providers, and we aim to provide something for everyone. We support all staff from Band 2 upwards and to our most senior CFO's and Directors in our care system. Our simple aim is to bring out the 'Best in Everyone'.

We run an exciting annual programme of conferences and events with the aim to help every colleague realise their potential, strengthen their knowledge and follow their aspirations. How? Through providing a diverse and high-quality range of training, events and networks that is underpinned by our NHS values, high expectations and standards.

We are hugely honoured to hold our roles in the NHS Finance Academy South East as it allows us to work extensively with our colleagues both locally and nationally, to share best practice and ensure the utmost challenge is achieved... better patient care.

Do follow us online and sign up to our mailing list to learn about the many resources and opportunities which the academy can provide for you. By doing so, you will benefit from information on:

- Our online and face to face events and conferences.
- The Skills Development Network and how you can sign up to courses and access resources.
- Membership of the HFMA and its development and accreditation programmes.
- How to get accreditation for your organisation.
- Our networks and how to join.

Through our colleagues like you signing up, this will allow the drive for exceptional standards and best practice to be maintained in the NHS South East. We are aware of the part that the South East should play in the local and wider community and urge anyone interested in joining the Academy's networks to do so.

We look forward to supporting you, your team, your organisation and the wider NHS. Every colleague has a voice and a potential to thrive and learn. We will never stop trying to provide the very best for all that we serve. Do feel free to reach out to one of us should you have any queries or suggestions.

Best wishes,


Sheila Stenson
Chair of the South East Finance Academy


Stuart Wayment
Head of the Regional Academy, South East

About the Regional Finance Academy South East

The Regional Finance Academy South East is chaired by Sheila Stenson, Executive Director of Finance at Kent and Medway NHS and Social Care Partnership Trust and will be responsible for approving operational plans to enable the delivery of the NHS Finance Development strategy, set by the Finance Leadership Council.

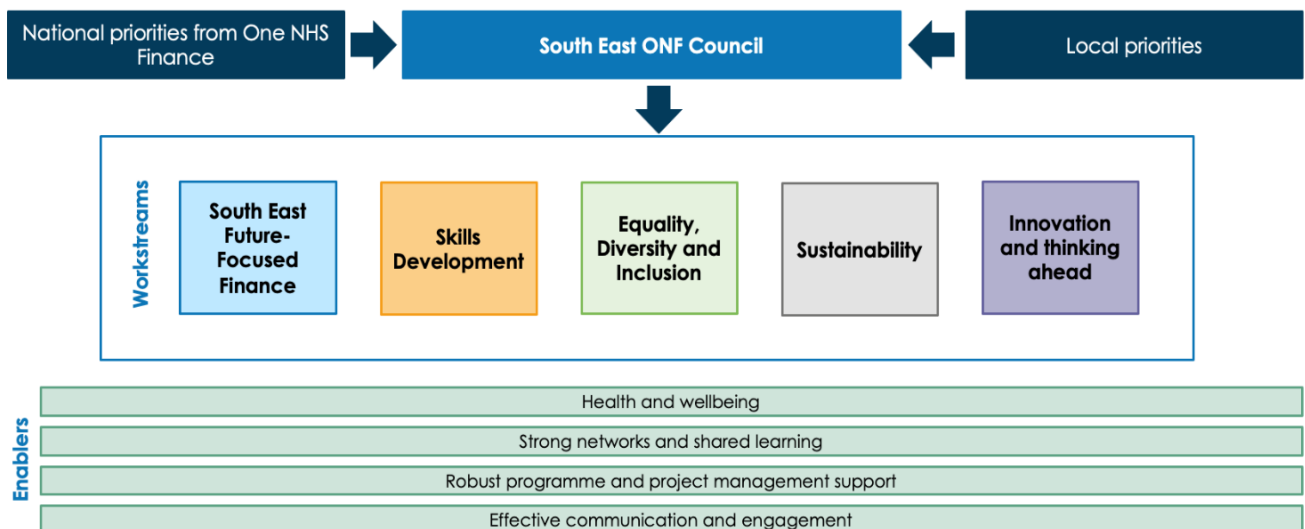
The Academy's responsibilities are to:

- Embed a culture of inclusive talent management within the region.
- Agree priorities for training and development based on regional needs analysis and track progress.
- Agreement of programmes and initiatives through partner organisations to ensure training and development needs are met across the region.

The Academy will also set strategies for talent management, recruitment and retention and equality, diversity, and inclusion.

The Skills Development Network in the South East will work with the Academy, and with regional HFMA branches to develop and provide a core finance curriculum to ensure access to the technical skills, personal competencies and behavioural characteristics needed at the different stages in people's careers.

The South East region has decided on the following workstreams in order to deliver the national and local priorities into 2023/24;



To find out more about our workstreams, click [here](#)

How to book onto an event

To book an event, please visit the [One NHS Finance website](#).

Please note; when you sign up to an event, we may share your name, job title and organisation with selected third-party organisations.

Welcome and introduction

The programme for 2023/24 has been aligned to the National Finance Academy competencies to support our NHS colleagues in Finance, Procurement and Health Informatics across the South East. The competencies have been split into the following categories:

The Golden Thread – these are four personal qualities which are important for all finance staff whatever grade they are. There are no ‘levels’ to these attitudes as they are the same for every member of staff. These attitudes can be difficult to develop in people and so it is important to seek them out during the recruitment process. The golden thread competencies are:

- Integrity
- Self-awareness and self-management
- Compassion and care
- Resilience

Core Competencies – these are ten skills or competencies which apply to everyone in finance. They are mostly behavioral, and they each have three levels that roughly correspond with Agenda for Change bands. These Core Competencies mostly focus on *how* we go about our work. The core competencies are:

- Communicating, Influencing and Negotiating
- Team Working and Collaborating
- Working Across the System
- Leading Change and Personal Development
- Being Accountable
- Solving Problems and Making Decisions
- Planning and Organising
- Challenging and Innovating
- Governance and Managing Risk
- Using IT

The Finance Technical Competencies – these are seven finance specific competencies which outline the main technical areas or job families found in the finance function. They provide a greater level of detail having four levels which also roughly correspond to Agenda for Change bands. Most staff members will only have one or two of these which apply to them, although senior staff may have more. The technical competencies are:

- Financial Accounting
- Management and Business Accounting
- Commissioning and Contracting
- Capital Accounting
- Payroll and Pensions
- Internal Audit
- Financial Systems

For full details on the National Finance Academy competencies [click here](#).

Contact us

For any queries, please contact southeast.academy@nhs.net

Events at a glance

Event	Date
May	
Productivity and Efficiency: Working Smarter <u>Not Harder</u>	11 th May
Developing Talent Module 3: Developing & Empowering Others	18 th May
Introduction to Coaching and Mentoring Skills	24 th May
Practical Python	25 th May
Analytical and Critical Thinking Skills with Steve Berry (Gatwick)	25 th May
June	
Maximising Performance: Effective Time Management	14 th June
Excel: The Basics	15 th June
Developing Talent Module 4: Leading Change Through People	16 th June
Attracting Talent	20 th June
Introduction to Regulated Procurement	20 th June
Stand and Deliver! Getting to grips with presentations (Basic Presentation Skills)	21 st June
Emotional Intelligence and Self-Management	22 nd June
Writing Effective Business Cases	27 th June
Microsoft Office 365 Skills	28 th June
July	
Team Empowerment	6 th July
Leading Others through Change and Uncertainty	10 th July
Managing and Mitigating Risk in your Supply Chain	11 th July
Power Automate: The Basics (Two sessions A.M & P.M)	12 th July
Developing Talent Module 5: Bringing it all together and taking action	13 th July
Project Management	14 th July
Introduction to SQL Server	17 th July
Goal Mapping for Success	18 th July

Build Your First Report with Power BI (Module 1) A.M & Power Automate: The Basics (Module 2) P.M	18th July
Banishing the Imposter Syndrome	19th July
Excel: Above and Beyond	20th July
Academy Launch Event/Celebrating One Year of the South East Academy (London venue)	21st July
September	
NEW! Attentive Listening: How it supports career progression and genuine human connect in the workplace both on and offline	6th September
Category Management	7th September
Excel: Data Manipulation	12th September
Excel: Pivot Tables	12th September
Excel: Introduction to Macros	12th September
Issuing a Tender	13th September
VAT Level 1	14th September
Intro to SQL Server	18th September
Introduction to NHS Costing	20th September
Guide Your Own Career	21st September
How to Prepare for Leadership	22nd September
Faster Financial Closing	26th September
Power BI Tools (Advanced Data Analysis) DAY 1 & 2	26th-27th September
Mastering Confidence: The truth of how to have more of it without becoming arrogant	28th September
Agile Project Management to Deliver Faster Change in the NHS	29th September

October	
Understanding the Supply Chain	5th October (NOT 4th as previously advertised)
Essential Ways to Deal with Challenge and Change	4th October
Selection & Award (for Procurement)	9th October
Banishing the Imposter Syndrome	10th October
Excel- Beyond the Basics	11th October
Introduction to Public Sector Procurement	17th October
November	
New! Python Advanced	2nd November
Presenting like a Pro: Advanced Presentation Skills	7th November
Specification Writing	8th November
Building Resilience to Better Manage Stress	9th November
Working Smarter not Harder: Understanding True Productivity	10th November
Techniques to Engage and Educate Clinicians	13th November
Commercial Acumen for the NHS Professional	14th November
Business Cases Workshop	14th November
Business Partnering Skillset and Mindset	15th November
VAT Level 2 (2 Modules): VAT Level 2: Income A.M VAT Level 2: Procurement & Budget Control P.M	15th November
Fundamentals of Contract Management	21st November
VAT Level 2 (3 Modules): VAT Level 2: International VAT Level 2: Capital & Estates VAT Level 2: Charitable Funds	22nd November
Advanced Influencing and Negotiating with Claire Haynes (Gatwick)	23rd November

Working with Auditors to Improve Financial Governance	24 th November
Excel BI - Using Power Pivots	28 th November
Power Automate x2 Sessions A.M and P.M	29 th November
December	
How to Build High Performing Teams	11 th December
Building Resilience and Addressing Feelings of Isolation	12 th December
VAT Level 1: Refresher	12 th December
Leadership in a Digital World	13 th December
The Budget Holder's Support Guide	13 th December
Python Foundation	14 th December
January	
IFRS Update for Finance Professionals	9 th January Now 12th January
Wellbeing Award: from Mental Health to Mental Wealth – Part I	10 th January
Wellbeing Award: from Mental Health to Mental Wealth – Part II	11 th January
Organisational Problem Solving	16 th January
Excel the Basics	16 th January
VAT Level 3	17 th January
Effective Report Writing Skills and Communicating Financial Information Effectively	18 th January
Finance for Non-Finance Staff/Intro to NHS Finance	18 th January
Dealing with Feelings of Being Overwhelmed, Stress and Anxiety	22 nd January
How to Have Difficult Conversations and Challenge Others Effectively	23 rd January

Excel Above and Beyond	23 rd January
Empowerment: How to Enable Others to Think for Themselves	24 th January
Contract Management	24 th January
Managing and Mitigating Risk in your Supply Chain	25 th January
Performance Management Conversations	30 th January
February	
Technical update - ICS/ICB/Systems overview	6 th February
Introduction to Annual Accounts – Part I	7 th February
Excel x3 Modules	20 th February
Accounts Planning for Year End	21 st February
Capital Accounting and Investment Appraisal	22 nd February
How to Excel as a Leader/Manager	23 rd February
Financial Planning when Under Pressure	26 th February
How to Make Your Team More Efficient	27 th February
How to Run Cost Improvement Plans (CIPS)	29 th February
March	
Introduction to Annual Accounts – Part II	7 th March
Value Based Procurement	12 th March
Data Analysis with Python	12 th March
Understanding Patient Pathways	14 th March

Programme 2023/24

Please note that this is a guide and may be subject to change.

Date	Description	Location
11th May 09:30-16:30	Productivity and Efficiency: Working Smarter <u>Not</u> Harder Learn how to maximise personal productivity and efficiency in the workplace to achieve better results using existing resources and smarter working techniques. By the end of this fabulous Masterclass, you will know how to: <ul style="list-style-type: none">• Plan effectively to achieve your goals and objectives• Apply specific and effective time management tools and techniques• Recognise and overcome barriers to successful smart working• Manage your mindset to deal with stress and overwhelm• Channel personal learning and development to maximise productivity and efficiency• Look after your greatest resource - your own energy and strength Competency: Golden Thread, Core, Self-Awareness & Self-Management	Online
18th May 09:30-15:30	Developing Talent Module 3: Developing and Empowering Others This development programme is designed to support Heads of Departments and Deputies transition to the next level in their careers. It is aimed at deputy finance directors and senior finance, Procurement or Digital Health professionals who have the potential and drive to develop to a more influential level within the coming months and years and who want to develop their personal, management and leadership skills and prepare to embrace the challenges of the new NHS. Competency: Core, Being Accountable	Online
24th May 09:30-13:00	Introduction to Coaching and Mentoring Skills If you'd like to help your staff grow in confidence and take on more responsibility, then this course is for you. It covers the essentials of coaching and mentoring along with how to handle common pitfalls. Competency: Core, Leading Change and Personal Development Level 2 & 3	Online

25th May 09:30- 16:30	Practical Python An introduction and overview of Python and why it has become popular. <ul style="list-style-type: none"> • Import data from Text/CSV files and excel spreadsheets • Clean and transform data • Build Charts to visualize results • Pandas for data analysis and manipulation • Seaborn for data visualization • Requests for connection to API's 	Online
Attendees will gain a broad understanding of Python and be able to write Python scripts to analyse and visualise data.		
Competency: Using I.T, Technical		
25th May 09:30- 16:00	Analytical and Critical Thinking Skills with Steve Berry Develop the skills to extract relevant information in a world of information and data overload, and develop the skills to analyse, interpret and evaluate information that can identify and solve business problems. <p>Benefits:</p> <ul style="list-style-type: none"> • Improved confidence in judging large amounts of information to make effective decisions • Efficiency in preparing your teams to think analytically and critically • Awareness of how a critical and analytical-thinking organisational culture can be created • Increased awareness of the importance of critical and analytical thinking, along with a better understanding of the personal development required to develop those skills <p>Following this course, you will be able to:</p> <ul style="list-style-type: none"> • Identify how organisations and individuals can use critical and analytical thinking to improve their judgment and make better decisions • Recognize how to develop critical and analytical thinking • Have a range of tools to facilitate and guide their strategic, critical and analytical thinking • Acknowledge why having a culture of analytical and critical thinking is important, and how organisations can instil it • Evaluate how to improve critical and analytical thinking skills, and how a culture of analytical and critical thinking can flourish within your organisation 	Face to Face at The Crowne Plaza Hotel, Gatwick
Competency: Golden Thread, Core, Self-Awareness & Self-Management, Personal Development		

14th June 09:30- 12:30	Maximising Performance: Effective Time Management	Online
<p>This virtual classroom is practical and designed to focus on aiming high and delivering great results in 2023/24. There are techniques and exercises to ensure every hour is aligned to delivering the important things. The workshop will challenge your current way of working and ask you to test your discipline to deal with distractions. At the end of the session, you will have reconfirmed what time management techniques work, confidence to apply them and new strategies to get even better results</p>		
<p>Competency: Core, Development and Innovation, Services and Project Management</p>		
15th June 09:30- 16:30	Excel: The Basics	Online
<p>This workshop will give delegate the rudiments with topics at Introduction to Intermediate levels. Delegates will gain a good understanding of how to create, layout and manage spread-sheets incorporating the use of formulae, using absolute cell reference and links across sheets and workbooks.</p>		
<p>Competency: Core, Using I.T</p>		
16th June 09:30- 15:30	Developing Talent Module 4: Leading Change Through People	Online
<p>The aim of this session is to enable delegates to manage stress within optimum levels and improve personal resilience.</p>		
<p>By the end of the workshop, delegates will be able to:</p>		
<ul style="list-style-type: none"> • Describe the causes and physiological effects of excess stress • Use anchoring to manage and maintain their state • Change their internal dialogue to help take control • Identify their stressors and monitor them on a continual basis • Prioritise their workload effectively 		
<p>Competency: Visible Leadership – Expert. Resilience – Expert. The Golden Thread</p>		
20th June 09:30- 16:30	Attracting Talent	Online
<p>To outline techniques and strategies that managers (as prospective employers) can develop and embed in order to attract talented candidates that they can successfully recruit and retain.</p>		
<p>Competency: Golden Thread, Solving Problems and Making Decisions</p>		

20th June 09:30- 16:30	Introduction to Regulated Procurement	Online
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This course is designed to provide delegates with the elementary understanding of regulated procurement legislation, procurement procedures for regulated and less regulated procurements. The course is built to equip delegates with enough information concerning how to effectively value, categorise and evaluate tender opportunities, contemplating the different routes to market and the effects of collaboration, while identifying potential risks of supplier challenge and remedial actions available. This course is designed to give delegates a solid grounding of the fundamental legislative requirements and offers a robust refresh for more experienced practitioners, reflecting the 2014 Procurement Directives requirements.

Competency: Core, Being Accountable, Project Management

21st June 09:30- 17:00	Stand and Deliver! Getting to grips with presentations (Basic Presentation Skills)	Online
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Fabulous masterclass with a small group that will cover:

- The hallmarks of a good presentation (and the common mistakes to avoid)
- Developing & critiquing a personal presentation style
- Setting objectives for your presentation - for yourself AND your audience
- Structuring your content to make it easy to deliver and easy to understand
- Best practice with slides
- Presenting data - especially to non-finance audiences
- Dealing with nerves
- The additional challenges of presenting online
- Group presentation exercise

Competency: Golden Thread, Core, Self-Awareness & Self-Management, Personal Development

22nd June

Emotional Intelligence and Self-Management

Online

09:30 –

13:00

Topics include:

- What is empathy, why is it so important and what's in it for you?
- Active listening, and where is it done best?
- Is there a connection between your listening and somebody else's thinking?
- How do you become an active listener and maintain it?
- What subverts your listening skills?

Learning outcomes:

- Increasing self-awareness and as a result, self confidence
- Understanding your impact on other and taking action in the moment when appropriate
- Taking control of your career and seeking support when needed
- Finding yourself motivated in the workplace again
- Resolving conflict
- Becoming a better listener
- Introducing new practices in your organisation or team with long lasting effects
- Becoming better listeners at work transcends into your personal lives – your personal relationships will bloom.

Competency: Golden thread, Self-Awareness and Self-Management

Level: 1, 2 & 3

27th

Writing Effective Business Cases

Online

June

09:30-

16:30

Have you ever heard the words “you’ll need to make the business case for it before we can consider it”? Are you confident you know exactly what a business case is, what it consists of and how to go about creating one?

This engaging and practical one-day workshop is a must for NHS professionals who would like to build, write and present their business case effectively and with confidence.

Competency: Core, Being Accountable, Project Management

Refer to website for individual modules and timings

This event is a modular event, please pick which modules you'd prefer to attend when booking.

Excel keyboard shortcuts power hour – 09:30 – 10:30

Save hours of time, increase productivity, impress colleagues with 100 of the best ever Excel keyboard shortcuts with a takeaway Cheat Sheet listing all the shortcuts learnt.

- Workbook shortcuts
- Moving around the worksheet and Workbook
- Selecting - cells, tables, columns, rows, sheets
- Editing – Insert/Delete, Comments
- Formatting – Font, Cell, Numbers, Dates
- Formulas – Sum
- New Features – Flash Fill, Quick Analysis
- Miscellaneous
- Advanced - Macros

PowerPoint tables, charts and diagrams power hour – 10:45 – 11:45

This Power Hour covers inserting and formatting tables in a slide, as well as different ways of inserting Excel tables and charts. This hour also covers creating and formatting new SmartArt graphic objects and converting bullet points into graphics.

- Create a table
- Insert columns and rows
- Format table
- Link / Embed table from Word and Excel
- Create a chart
- Edit the Chart Type and Chart Options
- Use data from Excel
- Link / Embed Chart from Excel
- Use Smart Art graphics (Create, Edit an organisation Chart)

Slide Masters, Templates, Automation power hour – 12:00 – 13:00

This Power Hour shows you how to edit the slide master, add headers and footers. It shows you how to get more control over your presentation by automating it with an Agenda slide which contains hyperlinks to other slides. Also, the use of Custom Shows and Action Buttons to further increase flexibility when presenting.

- The Slide Master
- Add logo to every slide
- Format background & title
- Add Headers & Footers
- Create new Layout
- Use second Slide Master
- Templates: Apply, Create
- Themes: Apply, Create
- Automation: Create Agenda slide, Insert Zoom
- Add Hyperlinks, Action Buttons

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- Custom shows
 - Hide Slides
 - Controls to use during slide shows

Introduction to Microsoft 365 power hour – 14:00 -15:00

Explore the new Microsoft 365 and the programs and applications it gives you access to.

- Sign in to Microsoft 365
- Explore the Microsoft 365 home page (e.g. online apps, recent online documents)
- Change Settings and View Account – e.g. subscriptions and apps
- Start Microsoft Word/Excel Online
- Save a file to OneDrive
- Planner

Word 2019 New Features power hour – 15:15 – 16:15

Learn all of the new features introduced in Word 2019. For example, the new view for Track Changes, and a new way to go back quickly to your last edit point in a document called Resume Reading.

- New Word 2019 Interface and start screen
- New Read Mode
- Resume Reading
- Simple Mark-up view
- Backstage View (Document Inspector, Recover Unsaved Documents)
- Convert Documents to PDF / XPS
- Navigation Pane
- New Formatting Options
- Page Layout
- Quick Parts / Building Blocks
- Tables & table formatting
- Reading view / Draft view
- Font options
- SmartArt Graphics, Artistic effects

Competency: Core, Using IT

Level: 1, 2 & 3

6th July 09:30– 11:30	<p>Team Empowerment</p> <p>Research shows that teams with an ill-defined structure, unclear purpose or lack of norms lead to poor morale, relationship issues and low team performance. Yet, get the basics right and you will empower everyone to contribute fully to the team's success. In this session you will be introduced to powerful team assessment framework so that you can avoid the traps so many teams fall into. It will also cover, five dysfunctions of a team, connect and engage, discovering your team's core purpose and set WISE team goals, and transform your team leadership style.</p> <p>Outcomes include:</p> <ul style="list-style-type: none"> • Inspire the team to achieve shared objectives and vision through collaboration and diverse views • Create an environment where every team member can speak their mind and be fully listened to, even on sensitive issues • Adapt your leadership style according to the maturity and needs of the team • Identify the root cause of issues that derail teams rather than treating the symptoms • Introduce collaboration tools for effective team working <p>Competency: Core, Team working and collaborating Level: 2</p>	Online
10th July 09:30– 12:30	<p>Leading Others Through Change and Uncertainty</p> <p>The NHS will continue to change to address growing patient demands and financial constraints, so our ability to embrace and cope is critical to our own resilience and performance. If you've been recently impacted by a reorganisation, merger, new processes, or changes in working practices, you'll know the importance of being able to deal with change and uncertainty.</p> <p>In this course, we'll do a deep dive into personal change management techniques so you can assess how change is affecting your thinking and emotional state. It's designed to be interactive and practical.</p> <p>Competency: Core, Leading Change, and Personal Development Level: Level 3</p>	Online
11th July 09:30– 15:30	<p>Managing and Mitigating Risk in Your Supply Chain</p> <p>You are only as strong as the weakest link in your chain. In these times of running with minimum stock holding to keep the cash flowing, whilst sourcing from a global supply base the need for supply chain strength and resilience is critical.</p> <p>This course will equip delegates with key tools, techniques and frameworks to ensure that they can eliminate / mitigate as much risk as possible in their supply chains.</p>	Online

Objectives include:

To ensure that all delegates are fully conversant with the **RISK CYCLE** and able to:

- Utilise many methods to **IDENTIFY** all risks
- Fully tangibly and objectively **ANALYSE** risk using a scored framework
- **PRIORITISE** Risk events accurately
- **MANAGE** Risk effectively from the activities undertaken above
- **REVIEW, REFLECT** and Continuously **LEARN** and repeat the cycle
- Fully understand and practice using / developing a Risk Register
- Engage stakeholders effectively with regards to Risk Management and its importance
- Ensure that Procurement undertakes Ethical and Socially responsible Sourcing

Upon completion of this course every participant will be able to:

- Manage / Mitigate Risk effectively by thoroughly completing the Risk Cycle for any event. They will be able to comprehensively Identify, Assess and Manage Risk effectively
- Create and manage a bespoke Risk Register for their own organisation to enable them to manage Risk effectively
- Engage Stakeholders effectively, ensuring that Risk is treated seriously and dealt with accordingly
- Understand the need and frameworks that can be utilised to ensure that Procurement undertakes Supplier Sourcing in an Ethical, Sustainable and Socially responsible manner
- Practice going through the Risk Cycle and the skills learned in a safe environment using a number of pre-prepared scenarios.

The skills, tools and advice delivered in this course will benefit anybody associated with Supply Chain Risk, e.g., Procurement / Buyers, Inventory Management, Quality, Risk, and any other appropriate Supply Chain personnel.

Competency: Technical, Management and Business Accounting**Level: 2**

12th July
09:30-
12:15
or
14:00-
16:30

Power Automate – The Basics – (two sessions A.M or P.M)

Online

Power Automate is a tool that allows you to build and execute flows, which can automate and streamline any repetitive tasks. It can connect to wide variety of applications (twitter, slack, outlook, drive, file system, third party via API) and can also contain complex logic like conditions or loops. It is also frequently used to develop Robotic Process Automation (RPA) within businesses. Almost any repetitive task can be replaced by Power Automate.

Competency: Core, Using IT

13th July 09:30- 15:30	Developing Procurement Talent Module 5: Leading and Influencing The aim of this session is to enable delegates to become effective leaders. By the end of the workshop, delegates will be able to: <ul style="list-style-type: none"> - Describe three Leadership Models - Explain the difference between leaders and managers - Motivate colleagues - Delegate effectively 	Face to Face at the Holiday Inn Hotel, Gatwick
Competency: Core, Being Accountable		
14th July 09:30- 16:00	Project Management This session will introduce you to the methodology, structure and tools to make a project come to life. From taking an idea to turning it into reality. What is a project? <ul style="list-style-type: none"> • Project definition and uses of employing a model Project structure and tools <ul style="list-style-type: none"> • Mapping the timescales • Assessing risks to the project • Dependent and independent tasks • Assigning accountability and milestones Project methodology <ul style="list-style-type: none"> • Understanding how to evaluate success • Reducing the risk of being side-tracked • Ensuring the flow of the project is protected from deviations <p>The day is full of practical tools to ensure that creating a new project runs smoothly. A full, digital, guidance booklet is supplied for post course use.</p>	Online
Competency: Core, Planning and Organising Level: 3		

17th July 09:30- 16:30	Intro to SQL server <p>The course is designed as an introduction to the important features of relational databases and specifically Microsoft SQL Server. The course is designed for delegates who need to understand the basic concepts of SQL Server. Delegates should have a working knowledge of Windows. No previous experience with SQL Server or relational databases is required.</p> <p>Delegates attending this packed programme, will be able to try out the tips and techniques demonstrated. All delegates will receive comprehensive Training Courseware to refer to during the course, together with a Course Attendance Certificate. Dual screens are required i.e., laptop, desktop, or tablet.</p>	Online
Competency: Core, Using IT		
18th July 09:30- 16:30	Goal Mapping for Success <p>Known as “the simple system for forever success” & delivered by a former Finance Director, this training uses Brian Mayne’s Goal Mapping techniques to goal map your dreams & turn them into reality. This session engages the more creative right-hand side of your brain – be prepared logical left-hand brain accountants.</p>	Online
Competency: Core, Leading Change, and Personal Development Target: Level 1		
18th July 9:30-12:15 & 13:30- 16:15	Build Your First Report with Power BI/Power Automate – The Basics (A.M and P.M sessions) <p>Power BI enables anyone to connect to data and turn it into insights. It was built with ‘self-service data analysis’ in mind, meaning that users don’t need to have previous BI experience or know any complicated code. Making the shift from Excel to Power BI to display meaningful and actionable data is simpler than you might think.</p>	Online
Competency: Core, Using IT		
19th July 09:30- 15:30	Banishing the Imposter Syndrome <p>Do you secretly worry that others will find out that you’re not as bright and capable as they think you are? Do you sometimes shy away from challenges because of nagging self-doubt? Or chalk up your accomplishments to be a ‘fluke’, ‘just lucky’, and no big deal?</p> <p>If you have answered yes to any of the above, then whether you realise it or not, you have a case of imposter syndrome. It’s more common than people think, which means that there are ways to deal with it and move beyond it.</p> <p>So, if you are fed up with the daily battles of looking over your shoulder, wondering when you are going to be found out, or when your luck will run out, this workshop IS FOR YOU!</p>	Online
Competency: Golden Thread, Self-Awareness, and Self-Management		

20th July 09:30- 16:30	Excel: Above and Beyond	Online
	<p>Aimed at high-level users of Excel, this one-day event will look at more advanced features. The session will include techniques for nesting formulae using a variety of functions and with a workshop feel to the session, allowing delegates to experiment with their particular needs as well as working with array formulae and exploring more advanced features in Conditional Formatting.</p> <p>Aimed at delegates with a high level of experience using Excel preferably having attended Excel Beyond the Basics course.</p> <p>All delegates should have a sound knowledge of building formulae using various functions but who require to further their skills by using more complex formulae building.</p>	
	Competency: Core, Using IT	
21st July 11:00- 15:30	Academy Launch Event/Celebrating One Year of the South East Academy	Face-to-Face: Rochester Row, London
	<p>Exciting summer event! Event detail to be finalised. Check www.onenhsfinance.nhs.uk/events for the release of this event</p>	
6th September Timings TBC	NEW! Attentive Listening: How it supports career progression and genuine human connect in the workplace both on and offline	Online
	<p>Topics include:</p> <ul style="list-style-type: none"> • What is empathy, why is it so important and what's in it for you? • Active listening, and where is it done best? • Is there a connection between your listening and somebody else's thinking? • How do you become an active listener and maintain it? • What subverts your listening skills? • Learning outcomes: • Increasing self-awareness and as a result, self confidence • Understanding your impact on other and taking action in the moment when appropriate • Taking control of your career and seeking support when needed • Finding yourself motivated in the workplace again • Resolving conflict • Becoming a better listener • Introducing new practices in your organisation or team with long lasting effects • Becoming better listeners at work transcends into your personal lives – your personal relationships will bloom. 	
	Competency: Golden thread, self-awareness and self-management Level: 1 2 & 3	

10:00 –
13:00

Category Management is a strategic approach which organises procurement resources to focus on specific areas of spends. This enables category managers to focus their time and conduct in depth market analysis to fully leverage their procurement decisions on behalf of the whole organisation. The results can be significantly greater than traditional transactional based purchasing methods and is an effective way of organising expenditure and delivering sustained leverage benefits for the buying organisation.

This course will cover the key elements of category management including management of the supply chain, opportunity analysis; spend categorisation, market awareness, proficient supplier relationship management and excellent stakeholder relationships. Also, an understanding of actual customer needs and how Category Management matches market knowledge with customer demand. The course will include exercises and scenarios to embed the learning.

Course Content

- Define category management
- Understand the need for governance
- Explain how we develop the category profile
- Explore how we develop the sourcing strategy
- Understand the need for contract management
- Discuss the risks and benefits of category management

Learning Outcomes

Delegates will leave understanding the key objectives of the category management process, the need for governance and initiation, opportunity analysis; spend categorisation, market awareness, and proficient supplier relationship management.

This course is intended for people who wish to understand and apply the tools/techniques/processes, either so that they can initiate Category Management within their organisation or work within an established system and contribute more fully to it.

Competency: Technical, Management and Business Accounting

Level: 3

12th September 09:30- 11:00	<p>Excel: Data Manipulation</p> <p>It is so easy to damage your data when sorting it - and it can be time-consuming getting your data ready for manipulation ... this module helps you quickly prepare your data and incorporates sorting and filtering techniques within the Tables feature within Excel with lots of tips and tricks as well as using the Excel Subtotalling tools.</p> <p>The Data Consolidation feature shows delegates how to pull together data from different worksheets and workbooks easily and how to use the Links option to manipulate data links.</p> <p>With using SUMIF, COUNTIF & AVERAGEIF functions, this module is a must for anyone manipulating data and is a good basis to build on additional modules including Pivot Tables and Power BI</p> <p>Competency: Core, Using I.T</p>	Online
12th September 11:45- 13:15	<p>Excel: Pivot Tables</p> <p>A PivotTable is a powerful tool to calculate, summarize, and analyse data that lets you see comparisons, patterns, and trends in your data – the perfect solution when you need to analyse large amounts of data.</p> <p>This module also includes using Pivot Charts which allow your manipulate charts with ease as well as using Slicers to filter your data.</p> <p>Competency: Core, Using I.T</p>	Online
12th September 14:30- 16:00	<p>Excel: Introductions to Macros</p> <p>Aimed at delegates who have experience in using Excel and wish to exploit its programming capabilities to automate tasks and increase productivity.</p> <p>Competency: Core, Using I. T</p>	Online
13th September 14:30- 17:00	<p>Issuing a Tender</p> <p>NHS professionals are constantly being told to ensure contracts and agreements are fit for purpose, but most importantly value for money. The tendering process is a necessary and required process that is integral to ensuring financial viability.</p> <p>This highly constructive and inter-active half day programme gives understanding about tenders and their need, as well as addresses issues that are within the process. The course also covers effective skills and techniques to make your tender work for you, and to get the best deal out of the bidders!</p> <p>Competency: Technical, Financial Systems</p>	Online

14th September 09:30- 16:30	VAT Level 1 A whole day dedicated to contracted-out services and VAT recovery in the NHS covering a refresher of the basic rules and going through what can and cannot be recovered under each of the main headings. We will review all the changes over the past year as well as reviewing overseas transactions. This is our most popular training event which is run in an interactive manner. Competency: Technical, Financial Accounting	Online
18th September 09:30- 16:30	Intro to SQL server The course is designed as an introduction to the important features of relational databases and specifically Microsoft SQL Server. The course is designed for delegates who need to understand the basic concepts of SQL Server. Delegates should have a working knowledge of Windows. No previous experience with SQL Server or relational databases is required. Delegates attending this packed programme, will be able to try out the tips and techniques demonstrated. All delegates will receive comprehensive Training Courseware to refer to during the course, together with a Course Attendance Certificate. Dual screens are required i.e., laptop, desktop, or tablet. Competency: Core, Using IT	Online
20th September 10:00 – 14:00	Introduction to NHS Costing This event is for those that will benefit from an overview of costing in the NHS or those new to costing. The day will cover why we cost and the costing process. You will hear about the National Cost Collection, the importance of accurate costing information to the wider NHS, and how cost data can be used to inform decision making and improve patient care. Competency: Technical, Management and Business Accounting Level: 2	Online
21st September 09:30- 16:30	Guide Your Own Career The job that you are doing now, did you set out to do it? Was it a dream from an early age? Or have you sort of ended up there? The latter is what happens to most people. They start out on a path and before they know it that path has become a traveller. Taking them to the next bit with very little thought, choice, direction or knowing what else is possible. Many feel stuck and without a plan. Not sure what to do next. Do I develop where I am? Move up the ladder? Or take another direction? Being on this career ‘path’ isn’t wrong, but is it what you want? The Guide Your Own Career workshop is designed to help participants explore what	Online

else is possible for them. Using a Career Planning Map designed to help them to:

- get into a productive frame of mind
- generate options for their future - including an exploration of their dream job
- create and test some possible career goals
- identify some action steps, development, and support needs

Competency: Golden Thread, Self-Awareness, and Self-Management

**22nd
September**

How to Prepare for Leadership

Online

**09:30-
12:30**

Focusing on the essential practical skills needed for leadership from a non-executive director. This interactive workshop will teach the practical skills which are essential to help you prepare for leadership in the NHS as well as also providing you with some helpful tips to confront imposter syndrome. This session is open to senior finance and procurement managers and deputy directors of finance, or anybody who would benefit from the content.

Course Content:

- Personal experiences of leadership to date
- What makes for inspiring leaders
- Different styles of leadership
- Categories of leadership theory
- What might work when, and for whom by whom.
- Healthcare Leadership Model
- Preparation for leadership
- Imposter syndrome
- Our fears of imposters
- What is imposter syndrome
- You are not alone
- Top tips to manage the syndrome
- Personal action plans

Competency: Core, Leading Change and Personal Development

Level: 2

**26th
September**

Faster Financial Closing

Online

**09:30-
16:30**

The course is of particular relevance to delegates from larger organisations or whose closing processes are time-consuming and/or inefficient.

What will you gain?

- An understanding of how you can significantly improve the reporting timetable in your organisation while maintaining the quality of information being provided. The seminar will demonstrate how gathering accurate financial and management information can be done quickly and efficiently.
 - An appreciation of the process, technology and cultural change issues which will have to be addressed during a project to reduce closing cycle times.
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- An indication of the benefits which can be realised by those organisations that have managed to reduce appreciably their reporting timescales.
- An insight, through examples, into how leading organisations have radically re-engineered their closing process.

Competency: Technical, Financial Management Online

26th-27th September	Power BI Tools (Advanced Data Analysis) Day 1 & 2	Online
09:30- 16:30	<p>This course is intended for anyone looking to connect, process and analyse company data into rich visuals that facilitate the production of suitable outputs at all levels within an organisation; creating reports and dashboards to share across the organisation.</p> <p>Power BI is a suite of Microsoft tools which allow data to be analysed and published. Within Power BI Desktop you have a reporting tool that enables you to connect and query data from many different sources using the Query Editor. From the datasets built within Query Editor you can then create Reports and Visualizations or dashboards using the Power BI Desktop. Reports are then published to the Power BI Service.</p>	

Competency: Core, Using I. T

28th September	Mastering Confidence – The truth of how to have more of it without becoming arrogant	Online
09:30- 16:30	<p>‘Acting as if’ you have confidence during a presentation or meeting can boost how you feel; however, it doesn’t create a lasting belief in your abilities.</p> <p>‘Bluffing it’ through a promotion or interview can help you get a job and yet leave you questioning your skills and even wondering when/if you’ll be ‘found out’.</p> <p>So how can you work with genuine confidence?</p> <p>This interactive programme, offered over varying time frames, provides pragmatic solutions with a real-world focus. Uncovering the crippling myths around confidence; you are either born with it or you’re not; overconfidence becomes arrogance. To discover resourceful truths.</p> <p>It tackles topics such as:</p> <ul style="list-style-type: none"> - Having difficult conversations - how and when to have them - Transforming arrogance/shyness to confidence - by understanding the myths held about confidence - Having the resilience to deal with change - as it frequently happens within the organisation. So how can they face it. - Delivering and receiving feedback <p>There will be some pre-course work to do, and all slides and handouts will be provided</p>	

to delegates post-workshop.

Competency: Golden Thread, Self-Awareness, and Self-Management

29th September 09:30- 12:30	Agile Project Management to Deliver Faster Change in the NHS	Online
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In this workshop, you will learn the essential theory and process of agile project management and have ample opportunity to practice in workshop simulations. By the end of the course, you will have the confidence and tools to be successful as a project team member and leader.

Competency: Core, Planning and Organising

Target: Level 2

4th October 09:30- 13:00	Essential Ways to Deal with Challenge and Change	Online
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The aim of this highly interactive and practical training session is to embrace change and challenge with a positive mindset and identify the many opportunities and benefits that can arise.

By the end of this masterclass, you will know how to:

- Identify and anticipate the signs of challenge and change
- Understand change and create a positive vision and mindset
- Plan for change and the celebration of all that's new
- Prepare positively and identify opportunities
- Effectively make the transition and implement the changes
- Manage fear and resistance
- Communicate effectively
- Always have a 'change ready' mindset

This session is suitable for anyone who is like to personally experience or line manage others through any form of organisation change, restructure, new management, mergers, or any other unexpected challenges in the workplace – all levels.

Competency: Core, Leading change, and personal development

Level: 1 & 2

5th October 9:30 – 11:11:30	Understanding the Supply Chain	Online
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Event detail to be finalised. Check www.onenhsfinance.nhs.uk/events for the release of this training

9th October Timings TBC (1/2 Day)	Selection and Award (for Procurement) <p>The selection and award stages are key areas of a procurement procedure which require the exercise of discretion not only in setting the criteria but also in assessing suppliers' submissions against the criteria. Consequently, the selection and award stages of procurement procedures are frequently the subject of challenges in court. The course explains the distinction between the selection and award stages, their different objectives and the rules imposed by the legislation on how the criteria may be formulated and applied.</p> <p>This course is intended for procurement practitioners, contract managers and operational stakeholders, who need to understand the legal requirements relating to selection and award criteria in order to build and conduct a robust procurement procedure. Everyone involved in the procurement process is impacted by the criteria that are applied at each stage within a procurement procedure, therefore this course is suitable not only for those new to procurement but also those who need to update their knowledge of the rules under the 2014 Directives.</p>	Online
Competency: Core, Technical, Commissioning and Contracting		
10th October 09:30-15:30	Banishing the Imposter Syndrome <p>Do you secretly worry that others will find out that you're not as bright and capable as they think you are? Do you sometimes shy away from challenges because of nagging self-doubt? Or chalk up your accomplishments to be a 'fluke', 'just lucky', and no big deal?</p> <p>If you have answered yes to any of the above, then whether you realise it or not, you have a case of imposter syndrome. It's more common than people think, which means that there are ways to deal with it and move beyond it.</p> <p>So, if you are fed up with the daily battles of looking over your shoulder, wondering when you are going to be found out, or when your luck will run out, this workshop IS FOR YOU!</p> <p>Learn how to replace self-doubt with authentic self-belief.</p>	Online
Competency: Golden Thread, Self-Awareness, and Self-Management		
11th October 09:30-16:30	Excel: Beyond the Basics <p>This one-day event will look at a wide range of features, functions and tricks to help you manage large and complex workloads, be more productive and save time. Please note: a second screen is recommended.</p>	Online
Competency: Core, Using information technology Level: 1		

17th October	Introduction to Public Sector Procurement	Online
09:30 – 15:30	<p>This introductory course has been designed to aid anyone who would like to develop their knowledge of procurement procedures and improve their skills in the workplace.</p> <p>The course provides delegates with a range of tools and practical application which are essential for an effective procurement department. This course is specifically tailored toward the Public Sector. On completion of the course should have a broad understanding of the roles and responsibilities of a procurement department.</p> <p>Course objectives:</p> <p>Understand the Role of Procurement in their Organisation and the Role of Stakeholders in their effectiveness</p> <p>Fully understand the Procurement Cycle / Process and their Role within it and where they can add value</p> <p>Understand the varying types of Procurement and the requirements of the relevant Procurement Directives</p> <p>Be aware of Procurement choices, Tenders, Framework Agreements and Mini Competitions, Dynamic Purchasing Systems etc.</p> <p>Understand their Role post Contract Award.</p> <p>Competency: Technical, Business and Management Accounting Level: 2</p>	
2nd November	Python Advanced	Online
From 9.30am Full Day	<p>Details:</p> <p>This course is aimed at people who have a basic familiarity with Python and would like to improve their proficiency.</p> <p>Learning Objectives: This is a practical course emphasising aspects of Python and packages that provide data analysis. Much of the course will be spent on guided lab exercises on applied Python.</p> <p>Pre-requisites: Attendance on the Foundation course or equivalent.</p> <p>Course Content:</p> <p>Python Compound Data structures - advanced</p> <ul style="list-style-type: none"> - Lists, dicts, tuples and sets and their uses <p>Whirlwind tour of a few useful Python packages</p> <ul style="list-style-type: none"> - requests (lab example: get data from an API) - pandas (and numpy) for data manipulation 	

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- seaborn for data visualisation
 - scikit-learn for building predictive models
 - others: math, datetime, os, sys

Practical applications – each of these will be a case study lab exercise.

- Get data from a web API (using the requests and pandas package)
- Read from and write to files, Excel spreadsheets, databases
 - o Create Modules:
 - o Create and use classes
 - o Methods, Instance variables, getters and setters

**7th
November**
**09:30 –
17:00**

Presenting Like a Pro: Advanced Presentation Skills

Online

This session includes:

- What sets apart a ‘great’ presentation from a ‘good’ one?
- What are the hallmarks of a great presenter - and what can we learn from them?
- Understanding how you come across to an audience
- Presenting with charisma to engage an audience
- Presenting with gravitas to put your message across effectively and build influence
- Reading a room and building rapport
- Audience engagement and interaction
- Use of voice, body and energy when presenting for maximum impact
- Presentation ‘clinic’ - your opportunity to ask questions about your specific presenting challenges
- Group presentation exercise

Competency: Core, Communicating, negotiating, and influencing
Level: 3

**8th
November**
Timings
TBC
(1/2 Day)

Specification Writing

Online

This course is designed to provide delegates with the knowledge and skills to create specifications that ensure sustainable pricing, product quality, operational functionality and requirements that are fit for purpose. The course addresses why it is essential to undertake pre-procurement engagement and spend time developing a robust regulated procurement compliant specification, which will in turn reduce the financial impact of over specifying or producing a specification that is not fit for purpose further down the line.

This course is intended for procurement practitioners, contract managers and operational stakeholders who wish to understand and apply the tools, techniques and processes regarding specification writing in-order to ensure specifications are regulated procurement compliant, clear, accurate and complete. This course is suitable for anyone who has not written a specification before, or has and wants to improve their specification writing skills.

During this session, delegates will be able to;

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- Justify the need for consultation
 - Explore pre-procurement engagement
 - Discuss the availability of the Procurement Documents
 - Identify and define the different types of specification
 - Discuss specification writing and style
 - Explain the structure and content of specifications
 - Discuss implications of flawed specification
 - Define material change
 - Explain the need for SMART Specifications

Competency: Core, Being Accountable, Project Management, Commissioning and Contracting

**9th
November**

Building Your Resilience to Better Manage Stress

Online

**09:30 –
12:30**

Resilience is the ability to see failure as a temporary setback that can be recovered from quickly. And it's the ability to maintain a positive and solution-focused attitude during periods of instability. Having resilience does not mean you won't experience stress, but it does mean you're able to manage it better. During this 3-hour workshop you will learn:

1. The relationship between stress and resilience.
2. Understand what specifically erodes your own resilience.
3. Five ways to build your resilience so you can better manage your stress.

You will come away with your own personalised action plan that you can implement immediately.

Competency: Golden Thread, Resilience, Self-awareness, Personal Development
Level: 1, 2 & 3

10th November 09:30- 16:30	Working Smarter <u>Not</u> Harder: Understanding True Productivity	Online
	<p>This workshop considers turning being busy to being productive. We unpick what is really eating away at our time and how we are reacting to it. Moreover, we take a conscious look at ourselves. This one-day workshop provides:</p>	
	<ul style="list-style-type: none"> • Space – somewhere to take a breath and re-focus • Time – to re-evaluate what is meaningful work • Techniques – including and beyond a ‘to do list’ and, • An opportunity to re-focus on how we approach our work and appreciate what it is like to be truly productive. 	
	<p>The session is a facilitated session which draws out frustrations, our approach and a self-check in of ourselves and the work we perform.</p>	
	<p>Competency: Golden Thread, Core, Self-Awareness & Self-Management</p>	
13th November 09:30- 12:30	Techniques to Engage and Educate Clinicians	Online
	<p>If you think about the best people who can use data to fix a message and inspire clinicians to talk about financial information, the thing they usually have in common is they can tell a great story in a simple way. It’s the story that makes the data relevant and interesting, so they can share the insight with others. These techniques can be taught so you can transform your numbers into compelling messages that inspire, motivate and influence action within the NHS.</p>	
	<p>Course Content</p>	
	<ul style="list-style-type: none"> • Establishing need and interest • Simplify the data • Learning styles to make it easy to understand • Making data relevant • Interactive exercises and games to engage • Questions to build interest and test understanding • Taking feedback 	
	<p>Competency: Core, Communicating, Influencing and Negotiating</p>	
14th November 09:30 – 16:30	Business Cases Workshop	Online
	<p>As NHS finance professionals we are all aware of the vital importance of business cases in helping our organisations and systems make good decisions, but do you feel confident taking the finance lead on the production of a business case, particularly while working alongside non-finance colleagues?</p>	
	<p>This half day training workshop on Business Cases organised by the HFMA on behalf of the South East Development Network (SEDN) will introduce you to both the “science and art” of producing effective business cases and will help you become more confident in taking forward business cases.</p>	

The workshop will focus on the theory and practice of developing effective business cases, ranging from simple business cases up to large scale business cases, including the public sector 5 business case model and associated Strategic Outline Cases (SOC's), Outline Business Cases (OBC's) and Full Business Cases (FBC's). It will cover business case related terms like Pay Back, Discounted Cashflow, Net Present Value (NPV), Sensitivity Testing and Value.

Finally, this workshop will be aimed at finance technical competency level 3 and maybe particularly useful for bands 6 to 8a, or those staff who want to better understand business cases.

**14th
November**
09:30-
12:30

Commercial Acumen for the NHS Professional

Online

The course enables professionals to explore how they can apply commercial negotiation techniques to develop better relationships and drive performance. Participants will explore practical tools and techniques to initiate commercial discussions and speed up decision-making. There will be some opportunity to explore how the techniques can be applied in a remote working setting as well as face to face.

Course Content

- Preparing for different scenarios to gain a win-win
- Remote or face-to-face considerations
- Using questions to find out what the other party values
- Communication techniques to build rapport and trust quicker
- Language and behaviours to create a positive experience
- Techniques to influence the right outcome
- Creating opportunities and choices
- Techniques to deal with misunderstandings and escalations

Competency: Core, Communicating, Influencing, and Negotiating

**15th
November**
13:30-
16:30

Business Partnering Skillset and Mindset

Online

There are growing expectations and demands on finance, at a time when we are under pressure to show cost leadership and be more efficient. There's a common movement throughout the finance profession to move from a 'bean counting transactional role' to a 'professional advisory and facilitating role' where finance staff are seen as problem solvers. This workshop explores what's needed to fully realise a business partnering relationship with key stakeholders as we address the challenges of remote working.

Competency: Core, Communicating, Influencing, and Negotiating

Target: Level 2

15 th November	VAT Level 2: Income	Online
09:30- 12:30	<p>Income will cover the correct VAT liability of all relevant NHS income including cash income, salary deductions and debtors' invoices. The training will provide delegates with a comprehensive reference manual which will prove to be invaluable in determining whether to charge VAT. This ensures your NHS organisation has full compliance in the event of an HMRC inspection. This session is aimed at management accountant along with anyone in financial services involved in determining or checking the VAT liability.</p>	
	Competency: Technical, Financial Accounting	
15 th November	VAT Level 2: Procurement and Budget Control	Online
13:30- 16:00	<p>Procurement and Budget Control - this is one of our most popular training events now and is tailored specifically for buyers and purchasers at NHS organisations to ensure maximum recovery on purchases. The case studies provide examples of instances where it is more beneficial to bundle up goods or services along with examples of unbundling. This gives the procurement specialist sufficient knowledge on VAT recovery to make decisions on the best route to take for VAT recovery.</p>	
	Competency: Technical, Financial Accounting	
21 st November	Fundamentals of Contract Management	Online
09:15- 15:30	<p>Contract management is the process of managing agreements, from their creation through to their execution by the chosen party, and to the eventual termination of the contract. Key activities involve performance analysis against the contract terms to maximise operational and financial performance, and to identify and mitigate financial and reputational risk through non-compliance with contract terms.</p>	
	<p>By the end of this course, you should have a greater understanding of:</p>	
	<ul style="list-style-type: none"> • Definitions of Contract Management • Different Contract Terms • How to Develop Contract Management Strategies • Different Contract Management Processes • Practical ways of working • Key Performance Indicators • Risk Management • Terms and Conditions • What happens at the end of the Contract • Continuous Improvement 	
	<p>This course is aimed at anybody involved in Contract Management, or who is looking to develop this specialism within their organisation.</p>	
	<p>Competency: Technical, Commissioning and Contracting Level: 2</p>	

22nd November	VAT Level 2	Online
09:30- 12:30	<p>International</p> <p>This module reviews the VAT liability on income from outside of the UK. We also review the VAT implications on importing goods into the UK and the options available. The module goes through the rules on services from outside the UK and looks at the rules following the UK leaving the EU from 1 January 2021.</p>	
13:00- 15:00	<p>Capital and Estates</p> <p>will examine where there is scope for VAT recovery on regular maintenance or larger valued capital projects including any procured through the P21 framework process. This will confirm the expectations of HMRC to ensure that your NHS organisation is fully meeting the current VAT regulations.</p> <p>The training will encompass a worked example on a scheme along with sharing best practice from the sector</p>	
15:30- 16:30	<p>Charitable Funds</p> <p>This module reviews the special rules for zero rating of purchases using charitable funds and endowments. We review the conditions which need to be met and the best practice processes to ensure the correct compliance.</p>	
Competency: Technical, Financial Accounting		

23rd November	Advanced Influencing and Negotiating with Claire Haynes	Face-to-Face at The Crowne Plaza Hotel, Gatwick
09:30- 16:30	<p>Who should attend</p> <p>Professionals who have some experience of Influencing and Negotiation who still find themselves in sticky situations, perhaps feeling unsure of how to play it, or not knowing what to say next - to influence the best outcome. Sometimes it's feeling cornered by a colleague, disputing work priorities, trying to get best service/value for money, or being unable to hold your ground or find a resolution. If it makes us uncomfortable, then usually some advanced communication tactics might help!</p> <p>We'll cover</p> <ul style="list-style-type: none"> • The power of flexibility • Saving energy • What agenda to have (or not) • The roles we play • Setting a personal action plan 	
Competency: Core, Communicating, Influencing & Negotiating, Self-awareness		

24th November	Working with Auditors to Improve Financial Governance	Online
09:30- 12:30	<p>Help to gain an understanding of the internal and external role of auditors and building relationships with them. Including the different roles of internal and external audit, how audit has changed, and is changing, to understand the requirements on auditors.</p> <p>This half-day course will help finance staff understand the roles of internal and external auditors, so that with this understanding staff can build a constructive relationship that helps improve the financial governance of your organisation. The course will include break-out sessions to look at practical examples. The outline coverage will be:</p> <ul style="list-style-type: none"> • The roles of internal and external audit, and their professional background • How auditors approach their work • Tips on how to work most effectively with auditors • Using auditors to improve financial governance and better manage risk 	
	<p>Competency: Core, Governance and Managing Risk Level: 2</p>	
28th November	Excel BI - Using Power Pivots	Online
09:30- 16:30	<p>PowerPivot for Excel allows you to query and analyse millions of rows of data quickly and easily. Analysing data from databases, Excel worksheets and other sources together in one PowerPivot and using ‘Dashboards’ to build interactive applications to review the data at the click of a button. In addition to the graphical tools, PowerPivot includes Data Analysis Expressions (DAX) - a new formula language that extends the data manipulation capabilities of Excel to enable more sophisticated and complex grouping, calculation, and analysis with performance enhancements.</p>	
	<p>Competency: Core, Using IT</p>	
29th November	Power Automate (2 sessions)	Online
09:30- 12:15 or 14:00- 16:30	<p>Power Automate is a tool that allows you to build and execute flows, which can automate and streamline any repetitive tasks. It can connect to wide variety of applications (twitter, slack, outlook, drive, file system, third party via API) and can also contain complex logic like conditions or loops. It is also frequently used to develop Robotic Process Automation (RPA) within businesses. Almost any repetitive task can be replaced by Power Automate.</p>	
	<p>Competency: Core, Using IT</p>	

11th December 09:30- 16:30	<p>How to Build High Performing Teams</p> <p>Teams are essential to modern day organisations yet, they rarely reach their full potential. Teams and groups can struggle to adapt to changes and gain the longer-term perspective of what they need to achieve. When teams lack self-awareness about these challenges, performance and people suffer.</p> <p>Based on years of team culture research, this course helps you understand the problems that can damage team resilience, and provides tools for creating positive change. This course also guides you through creating the ground rules and structure needed to set your team up for success.</p> <p>You gain the skills to diagnose issues such as conflicts, group think and lack of commitment in your team before they get out of control. The course offers frameworks to adjust team behaviours and get the best performance out of people. You also understand frequent stumbling blocks for common team types, such as start-ups and virtual teams, and learn solutions tailored to each one.</p> <p>This workshop considers:</p> <ul style="list-style-type: none"> • The difference in managing groups and teams • Understand team conflict and how this can work for you • Tools and techniques for working through to high performance <p>Competency: Core, Golden Thread, Leadership, Influencing and Negotiating</p>	Online
12th December 09:30- 12:30	<p>Building Resilience and Addressing Feelings of Isolation</p> <p>COVID-19 and the introduction of digital ways of working have created an opportunity to reassess what we do, where we can do it and how we work together on behalf of patients and taxpayers. We explore how assumptions, drive our behaviour and without being consciously aware, how some habits get in the way of creating a “perfect” life work balance. This Zoom workshop provides a safe environment to explore what changes you’d like to make and how you could consider change your emotional response where there is a risk of becoming isolated.</p> <ul style="list-style-type: none"> • Adverse impacts of isolation • Identifying when isolation is becoming an issue • Control, influence and accept • Making simple adjustments to daily routines to build physical and mental resilience • Cultivating positive mindsets and reframing negative thoughts • Adapting how we connect, interact, and create social support • Moving away from 9 - 5 to be able embrace agile • Adopting a positive outlook to failure <p>Competency: The Golden Thread, Resilience</p>	Online

12th December 09:30- 12:00	VAT Level 1: Refresher A refresher session dedicated to contracted-out services and VAT recovery in the NHS covering a refresher of the basic rules and going through what can and cannot be recovered under each of the main headings. We will review all the changes over the past year as well as reviewing overseas transactions. This is our most popular training event which is run in an interactive manner.	Online
Competency: Technical, Financial Accounting		
13th December 09:30- 12:30	Leadership in a Digital World The course explores how disruptive technology is influencing future leadership requirements. We'll discuss simple frameworks for leading in a disruptive environment and doing a deep dive into the need for creativity, innovation, and play.	Online
Course Content		
<ul style="list-style-type: none"> • • The impact of digitalisation on healthcare and how we work • • Agile working in a digital world • • Dealing with ambiguity and uncertainty • • Directive vs collaborative • • Adaptability and innovation • • Mastering relentless simplicity in the face of complexity 		
Competency: Core, Leading Change, and Personal Development		
13th December 09:30- 16:30	The Budget Holder's Support Guide This one-day workshop is the essential practical introduction to the skills and knowledge finance and procurement staff need to support budget holders to use their budgets successfully. The workshop covers all aspects of budgets and budgetary control. It is designed for finance and procurement staff who support budget holders and those who wish to in the future. <u>No prior knowledge is assumed</u> . Engaging practical exercises and simple theory ensure comprehensive coverage of all the basics. The day is light-hearted and enjoyable, and no unnecessary jargon is used. The workshop is highly participative, combining presentation and group discussion with individual and group exercises.	Online
Workshop Programme		
<ul style="list-style-type: none"> - Budgets and budgetary control - Explaining financial reports - The three methods of accounting - Forecasting your financial position - How budgets are set - Budget Holder responsibilities... and their rights - The seven-point plan for interpreting financial information 		

By the end of the workshop, you will be able to:

- List budget holder financial responsibilities.
- Get the best out of your budget holders.
- Use a simple step-by-step method to interpret financial reports.
- Project and forecast future financial problems.
- List reasons for variances from budget.

Competency: Technical, Management and Business Accounting

Level: 1 & 2

**14th
December**
From
9.30am –
Full Day

Python Foundation

Online

This course is aimed at people getting started using Python.

Learning Objectives: This is a practical course emphasising aspects of Python and packages that provide data analysis. Much of the course will be spent on guided lab exercises on applied Python.

Pre-requisites: None. This course is for beginners to Python. It does not assume any knowledge of Python.

Course Content:

Python language fundamentals

- Interactive Python, REPL, basic data types, variables,...
- Format as function
- Indexing and slicing arrays

Python Compound Data structures

- Lists
- Dicts
- Comprehensions

Build and use Python functions.

Get familiar with the Python coding set up we use in the course

- VS Code & Python extension | Colab
- Writing code in Python notebook; running cells, adding markdown,
- Create a Python venv environment and pip install packages

Competency: Technical

10th January 9.00am – 12.00pm	Wellbeing Award: From Mental Health to Mental Wealth – Part I The Art of Being Brilliant: Your Wellbeing Launchpad	Online
<p>An introduction to Positive Psychology that includes some simple science but no big words. Thought-provoking and engaging, this module begins the transition to ‘best possible self’ at work and home. We introduce some early lessons on positive emotion, resilience, and gratitude. We finish the session talking about our social bonds and how they are the biggest factor in our mental wealth.</p> <p>Competency: Golden Thread, Compassion and Care Level: 1, 2 & 3</p>		

11th January Timings TBC	Wellbeing Award: From Mental Health to Mental Wealth – Part II It’s All About YOU!	Online
<p>Too many people are languishing. It’s easy to get stuck in a rut of sameness. Part one of this session acknowledges the brevity of life and suggests that if you’re going to rise, you might as well shine. Accomplishment raises the aspirational bar. Individuals will find the willpower and ‘way-power’ by learning how to set inspiring goals. It takes the core messages of engagement, flourishing, purpose and personal responsibility and looks at embedding them in everyday actions. Part two we look at how mental and physical health are connected and remind you how to get the basics right.</p> <p>Competency: Golden Thread, Compassion and Care Level: 1, 2 & 3</p>		

9th January 09:00 – 12noon	IFRS Update for Finance Professionals Now 12th January 2023 Ensuring you stay up to date with the latest International Financial Reporting Standards, the session for 2023-24 will include: Changes for the 2023-24 Group Accounting Manual ESG Reporting Detailed accounting for 2 significant balance sheet areas e.g. PPE / Provisions accounting. Future IFRS developments Please note changes may be made to accommodate any recent IFRS changes or updates at the time of delivery. Suitable for: NHS Finance professionals who need to know the latest accounting standards to fulfil their job roles and ensure compliance with the latest requirements.	Online
Competency: Technical & Financial Accounting Level 2&3		
16th January 13:00 – 16:30	Organisational Problem Solving This course will provide NHS finance leaders with the tools and techniques to decide which problems to focus on, help explore new ways of generating ideas and turn them into action. This course will help you: <ul style="list-style-type: none"> - Build confidence in your problem-solving skills - Explore key principles that drive effective problem solving and decision making - Use models and tools to provide a framework for understanding wicked problems - Practice generating alternative options - Understand more about evaluating and managing risk. 	Online
Competency: Core, Solving Problems and Making Decisions Level: 2 & 3		
16th January 09:30- 16:30	Excel: The Basics This workshop will give delegate the rudiments with topics at Introduction to Intermediate levels. Delegates will gain a good understanding of how to create, layout and manage spread-sheets incorporating the use of formulae, using absolute cell reference and links across sheets and workbooks.	Online
Competency: Core, Using I.T		

17th January 09:30- 16:00	VAT Level 3 This is a comprehensive training event ideal for NHS staff responsible for VAT and is suitable for any delegates who have a working knowledge of VAT within the NHS or have recently completed the VAT Level 1.	Online
Competency: Technical, Financial Accounting		
18th January 09:30- 16:30	Effective Report Writing Skills and Communicating Financial Information Effectively Being able to write clear and professional financial reports that are easily understood and meet the needs of your readers is a crucial skill for those in financial roles. This highly practical and engaging training session will equip you to write such reports and present financial & technical data in a clear and compelling way.	Online
Competency: Core, Communicating, influencing, and negotiating Target: Level 3		
18th January Timings TBC	Finance for Non-Finance Staff/Introduction to NHS Finance Event detail to be finalised. Check www.onenhsfinance.nhs.uk/events for the release of this training	Online
22nd January 09:30- 16:00	Dealing with Feelings of Being Overwhelmed, Stress and Anxiety How are you doing with the current demands on your time? How about all challenges and changes? With our attention being pulled in many directions and daily demands rising, is it possible to deliver and not go into a state of overwhelm or stress and potentially experience wellbeing? If yes how?! In this practical conversation, confidence and transformational coach Jules Wyman looks at the various ways that we can live in a calmer state of mind, even with chaos around us. The session will be practical and guided by the delegates, who will be invited to participate throughout.	Online
Competency: Core, Self-awareness, resilience		
23rd January 09:30- 12:30	How to Have Difficult Conversations and Challenge Others Effectively This workshop will look at how to: <ol style="list-style-type: none"> 1. Reduce misunderstandings. 2. Foster a culture of accountability. 3. Have crucial conversations. 	Online
Competency: Golden Thread, Compassion and Care Level: 1, 2 & 3		

23rd January 09:30- 16:30	<p>Excel: Above and Beyond</p> <p>Aimed at high-level users of Excel, this one-day event will look at more advanced features. The session will include techniques for nesting formulae using a variety of functions and with a workshop feel to the session, allowing delegates to experiment with their particular needs as well as working with array formulae and exploring more advanced features in Conditional Formatting.</p> <p>Aimed at delegates with a high level of experience using Excel preferably having attended Excel Beyond the Basics course.</p> <p>All delegates should have a sound knowledge of building formulae using various functions but who require to further their skills by using more complex formulae building.</p> <p>Competency: Core, Using IT</p>	Online
24th January 09:30- 12:30	<p>Empowerment: How to Enable Others to Think for Themselves</p> <p>Empowerment is a word used often in the NHS, but how do we bring it to life and how to be know if we are having any impact? In this course, we explore how we can achieve this by creating an environment and dialogue that is designed to ensure others grow. We will use the step-by-step guide created by Nancy Kline. Whether you want to have more productive meetings, solve business problems, or build stronger relationships, this course could offer new possibilities.</p> <p>Course content</p> <ul style="list-style-type: none"> - Leading by example - Don't just do something...stand there! - When to jump in, and when to stand back - Being aware of the impact of what you do - 10 behaviours to create a thinking environment - How to challenge thinking so others can grow - Making everyone accountable for their thinking and actions <p>Competency: Core, Leading Change, and Personal Development</p>	Online
24th January 09:30 16:30	<p>Contract Management</p> <p>– Event detail to be finalised. Check www.onenhsfinance.nhs.uk/events for the release of this training</p>	Online

09:30 –
15:30

You are only as strong as the weakest link in your chain. In these times of running with minimum stock holding to keep the cash flowing, whilst sourcing from a global supply base the need for supply chain strength and resilience is critical.

This course will equip delegates with key tools, techniques and frameworks to ensure that they can eliminate / mitigate as much risk as possible in their supply chains.

To ensure that all delegates are fully conversant with the **RISK CYCLE** and able to:

- Utilise many methods to **IDENTIFY** all risks
- Fully tangibly and objectively **ANALYSE** risk using a scored framework
- **PRIORITISE** Risk events accurately
- **MANAGE** Risk effectively from the activities undertaken above
- **REVIEW, REFLECT** and Continuously **LEARN** and repeat the cycle
- Fully understand and practice using / developing a Risk Register
- Engage stakeholders effectively with regards to Risk Management and its importance
- Ensure that Procurement undertakes Ethical and Socially responsible Sourcing

Upon completion of this course every participant will be able to:

- Manage / Mitigate Risk effectively by thoroughly completing the Risk Cycle for any event. They will be able to comprehensively Identify, Assess and Manage Risk effectively
- Create and manage a bespoke Risk Register for their own organisation to enable them to manage Risk effectively
- Engage Stakeholders effectively, ensuring that Risk is treated seriously and dealt with accordingly
- Understand the need and frameworks that can be utilised to ensure that Procurement undertakes Supplier Sourcing in an Ethical, Sustainable and Socially responsible manner
- Practice going through the Risk Cycle and the skills learned in a safe environment using a number of pre-prepared scenarios.

The skills, tools and advice delivered in this course will benefit anybody associated with Supply Chain Risk, e.g., Procurement / Buyers, Inventory Management, Quality, Risk, and any other appropriate Supply Chain personnel.

Competency: Technical, Management and Business Accounting

Level: 2

30th January 09:30- 12:30	<p data-bbox="319 156 829 190">Performance Management Conversations</p> <p data-bbox="319 235 1340 459">In this course we explore the one-to-one performance conversation between a Manager and their Direct Reports. We will discuss the practical aspects of delivering a conversation that provides constructive feedback so participants have clarity on what they need to achieve and how it will be measured. It's not just about process though, as we explain how people feel when they leave the conversation, so they are motivated to start their development journey.</p> <p data-bbox="319 504 510 537">Course Content</p> <ul data-bbox="319 548 1276 896" style="list-style-type: none"> - Discuss and describe the Performance Review process - Improve the performance of staff through meaningful Performance Reviews - Identify and close performance gaps for individuals - Set SMART objectives with clear goals - Recognise talent and develop opportunities for individuals - Enable teams to grow through the Performance Review process - Managing underperformance - What to think about with a virtual meeting <p data-bbox="319 940 654 974">Competency: Core, Various</p>	<p data-bbox="1356 156 1452 190">Online</p>
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6th February Timings TBC	<p data-bbox="319 1019 925 1052">Technical Update – ICS's/ICB's/Systems Overview</p> <p data-bbox="319 1097 1340 1310">This half day course is aimed to provide finance, operational and corporate professionals with a technical update on the policy, governance and financial framework changes following the passage of the Health and Care Act (2022) and the legal formation of ICS's on 1st July 2022. The course will provide delegates with an overview of the key business rules, governance requirements, policy issues and technical framework changes.</p> <p data-bbox="319 1355 510 1388">Course content</p> <p data-bbox="319 1422 1276 1489">An overview of the changes to the financial framework and policy following the formation of ICBs</p> <ul data-bbox="319 1534 1101 1769" style="list-style-type: none"> - Planning - Financial Framework: Allocations/Revenue/Capital/Efficiency - Regulation - Governance - Other technical/policy changes and priorities - Q&A <p data-bbox="319 1803 893 1836">Competency: Core, Working Across the System</p> <p data-bbox="319 1848 494 1881">Level: 1, 2 & 3</p>	<p data-bbox="1356 1019 1452 1052">Online</p>
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7th February Timings TBC	Introduction to Annual Accounts Part I Event detail to be finalised. Check www.onenhsfinance.nhs.uk/events for the release of this training	Online						
20th February 09:30-11:00 11:45-13:15 14:30-16:00	Excel Modules (3 modules) These three 90 minute 'Bite-sized' modules will give you an insight into a variety of different functionalities within Excel. <table border="0"> <tr> <td>Module 1 9:30 – 11:00</td> <td>Excel Data Manipulation – The Rudiments</td> </tr> <tr> <td>Module 2 11:45 – 13:15</td> <td>Introduction to Macros & VBA</td> </tr> <tr> <td>Module 3 14:30 – 16:00</td> <td>Conditional Formatting</td> </tr> </table> Competency: Core, Using Information technology Target: Level 2	Module 1 9:30 – 11:00	Excel Data Manipulation – The Rudiments	Module 2 11:45 – 13:15	Introduction to Macros & VBA	Module 3 14:30 – 16:00	Conditional Formatting	Online
Module 1 9:30 – 11:00	Excel Data Manipulation – The Rudiments							
Module 2 11:45 – 13:15	Introduction to Macros & VBA							
Module 3 14:30 – 16:00	Conditional Formatting							
21st February Timings TBC	Accounts Planning for Year End This half day seminar will run in conjunction with Grant Thornton and is designed to assist NHS finance staff to manage and develop the processes required to enable an effective closure of accounts. There will be plenty of opportunity for discussion, questions and feedback. Suitable for NHS finance professionals who manage closure of accounts. Competency: Technical, Financial Accounting Level: 3	Online						
22nd February Timings TBC	Capital Accounting and Investment Appraisal All NHS expenditure is classified as either capital or revenue. Capital expenditure accounts for around 6% of the Department of Health and Social Care's budget. NHS provider bodies spend just over half of that budget. There is a hard limit on how much capital expenditure a government department can incur in any one year and for four of the past five years, the Department of Health and Social Care has been within 2% of that limit. When preparing the plans for 2022/23, capital bids outweighed the available allocation by some margin. Capital is a scarce resource in the NHS. It is important that expenditure is properly classified as either capital or revenue. This assessment is based on the international financial reporting standards (IFRS) as set out in the Group accounting manual followed by all NHS bodies. Competency: Technical, Capital Accounting Level: 2 & 3	London						

23rd February 09:30- 12:30	How to Excel as a Leader/Manager	Online
	<p>This course will explore working together for a common purpose and ways of collaborating with a range of stakeholders. The content is likely to focus on these key questions; Who are your stakeholders and how would each of them buy into your purpose? What interests and concerns would they have around working with you on your shared purpose? What does collaboration mean to both you and them? What are the ‘ground rules’ and ways of working and how will you develop them with your fellow collaborators? Trust is created when you know and understand your colleagues, how can you start to develop this understanding and therefore trust?</p>	
	Competency: Golden Thread, Core, Leadership	
26th February Timings TBC	Financial Planning When Under Pressure	Online
	<p>Event detail to be finalised. Check www.onenhsfinance.nhs.uk/events for the release of this training</p>	
27th February 09:30- 12:30	How to Make Your Team More Efficient	Online
	<p>NHS teams are expected to deliver an exceptional service with faster turnarounds and lower costs. This course will give you a firm foundation and practical insight into lean practices to enable your teams to focus on value adding activities and streamlining inefficient processes.</p>	
	<p>Event detail to be finalised. Check www.onenhsfinance.nhs.uk/events for the release of this training.</p>	
29th February 09:30- 12:30	How to Run Cost Improvement Plans (CIPS)	Online
	<p>This course explores how patient led improvements can also deliver significant cost savings to the Taxpayer. We walk through the lessons learnt from over 15 years of NHS CIPS, so we can apply those learning into future transformation programmes. There is a general principle that cost reduction is a result of change, and therefore it makes sense to focus on being that catalyst for creating new ways of working that are better for patients and NHS staff.</p>	
	Course Content	
	<ul style="list-style-type: none"> • What are CIPS and the governments’ intentions • What can we learn from other CIPS – Government research • Why use a methodology and a PMO? • Setting up an CIPS for success • Clinically led change that results in financial outcomes • Prioritising transformation ideas into delivery projects • Engaging the executive committee and governance • Business benefits and clarity of patient outcomes • Stakeholders’ engagement • Establishing ownership and responsibilities • Managing risk 	

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- How to get buy-in, support and the resources you need to successfully deliver CIPS
 - Tracking and celebrating CIPS

Competency: Technical, Financial Management

7th March Timings TBC	Overview of Annual Accounts – Part II	Online
	Event detail to be finalised. Check www.onenhsfinance.nhs.uk/events for the release of this training	

12th March 9.30am – 1.00pm	Value Based Procurement	Online
	Value Based Procurement (VBP) is a half day event, providing a greater understanding of how long-term value can be achieved in procurement. VBP is critical as a means to deliver improved patient outcomes, increase efficiency and reduce costs – essential to health systems across the world.	

As a result of attending, participants will be able to:

- Understand the meaning of “value” to Healthcare organisations
- Gain a better understanding of value-based procurement and adopting its methodologies
- Explain drivers for change and impact on current practice
- Assess bids based on financial as well as wider value for money outcomes
- Assess various evaluation methodologies to include quality, innovation, productivity and sustainability
- Explain how VBP can contribute to reducing financial waste in the NHS
- Put VBP into action – from theory into practice

Outline programme:

- Defining VBP
- VBP – a holistic approach to procurement
- Drivers of change and impact on current practice
- How VBP can reduce financial waste in the NHS
- Procuring for pathways
- Measures of VBP
- Building relationships between Finance, Clinicians and Procurement
- VBP in action – from theory into practice

Competency: Technical, Commissioning and Contracting
Level: 2

12th March **Data Analysis with Python** Online
09:30 -
16:30

Python is a very popular, versatile, open-source language, and often used for data analysis. This course is aimed at people who would like to start using Python for their data analysis tasks. After the course attendees will have a broad understanding of Python and be able to write Python scripts to analyse and visualise data.

This course teaches Python for data analysis. It covers the basics of the language; data types, data structures such as lists and dictionaries. In lab exercises, attendees import data from text/CSV files, Excel spreadsheets and databases, clean and transform the data, build charts to visualise results.

Competency: Using I.T, Technical

14 March **Understanding Patient Pathways** Online
9.30am –
11.30am

Event detail to be finalised. Check www.onenhsfinance.nhs.uk/events for the release of this training



Websites:

[South East Finance Academy \(onenhsfinance.nhs.uk\)](http://SouthEastFinanceAcademy.onenhsfinance.nhs.uk)

[NHS Skills Development Network \(NHS SDN\)](#)



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